

Organizational Planning



ESH Division Retreat
February 16-17, 2000

Customer Interviews

- In general, ESH Division core functions have value to the line
- No show stoppers to proposed model
- Line managers recognize and accept their responsibilities
- Given that ESH is properly formed, some line will accept divested people (ESH people close to work)
- Centralized services are not customer focused

Servanthood



- We serve when we build capability in others through their ownership.
- Address the redistribution of power.
- Further felt ownership, felt responsibility.
- Willingness to share accountability for results without using control or caretaking.

Our Challenge



- Richard Marcinko, "The Rogue Warrior's Strategy for Success"

...Embrace disorder and uncertainty. ...all uncertainty carries hidden opportunity, and hidden patterns. The trick ... to find hidden opportunity and patterns - before someone else does.

Our Challenge ⁽²⁾



■ Johnson & Johnson Credo

...first responsibility is to our **customer**

...second is to our **employees**

...third is to our **community**

... last is to our shareholder (**DOE,regulator, others**)

TO WORK

Work is a way we learn and grow as individuals. Work is not just activity, but must produce a result of value to others.

IN THE LIVES OF PEOPLE

Our work in ServiceMaster requires us to relate to people. We care what happens to people in the process of getting the right things done through others. Work enhances the meaning of life and touches people not only on the job but also in their family and community.

AS THEY SERVE

Our business is providing extraordinary service to customers. So we focus on the place where service beings: in the hearts and minds of those delivering the service as they respond to the needs of the customer.

AND CONTRIBUTE TO OTHERS

Our customers value the service we provide for them. How well we serve is directly dependent on how well we lead and continue to pursue excellence in fulfilling our customers' needs. Our business is creating and keeping customers.

02/18/2000

Our Challenge ⁽³⁾



- Demanding adaptability will result in adaptability.
- Identify and define conceptual alternative structures that will enhance and further ISM through improved delivery of services to our customer (Line organizations, where the work takes place).

Changing the Role of Management



- Core - Strategically oriented, set outer limits of behavior and quality.
- Centralized/Deployed - Coach and support, idea-generators, trainers, relief help - collaborator.
- Owner/Customer - Leader, in charge of the outcome - decision maker.

Key Outcomes of the Retreat



- Organizing protection to focus on the customer.
- Understanding assurance in terms of support for the line
- Adopting the concept of an escalation policy.
- Defining customer service as key process.

From Denny on Divestiture Objective



- Continues to be provocative and, at times, controversial in terms of valuing and implementation.
- Fully supports and is consistent with ISM.
- Expresses confidence in line ownership of safety in the workplace.
 - Discretion or choice by the customer is fundamental.

From Denny on Divestiture Objective ⁽²⁾



- Actively soliciting advice from line managers, supervisors, and ES&H professionals.
- We will work proactively with line manager as to how to exercise discretion and choice.
 - Deployment remains part of choice
- Details of implementation, including schedule, are yet to be worked.